



**STRATEGIC
DEVELOPMENT PLAN
OF
THE FACULTY OF MEDICINE
WITHIN
TITU MAIORESCU UNIVERSITY**



2020-2024

DEAN

Associate Professor Dr. ELENA RUSU

TABLE OF CONTENTS

INTRO	3
1. VISION.....	3
2. MISSION.....	3
3. STRATEGIC OBJECTIVE	4
I. STUDY PROGRAM	5
II. STUDENTS	5
III. RESIDENTS	7
IV. HUMAN RESOURCES	8
V. SECRETARIAT ACTIVITIES.....	9
VI. SCIENTIFIC RESEARCH	9
VII. MATERIAL RESOURCES.....	10
VIII. STRATEGIC PARTNERSHIPS.....	11
X. FINANCIAL RESOURCES	12
XI. NATIONAL AND INTERNATIONAL PRESTIGE.....	13
XII. SWOT ANALYSIS.....	13
4. CONCLUSIONS.....	15



INTRODUCTION

The Faculty of Medicine at **Titu Maiorescu University (UTM)** in Bucharest has a tradition of over 30 years in medical university education in Romania. It operates on the basis of modern teaching principles, which generate competition and performance in the national and European academic space.

Currently, the following bachelor's degree programs are accredited within the Faculty of Medicine:

1. Medicine, in Romanian (360 ECTS, sector-regulated, accredited) - program with an enrollment of 125 students/year
2. General Medical Assistance, in Romanian (240 ECTS, sector-regulated, accredited) - program with an enrollment of 65 students/year
3. Starting in July 2017, the English-language program in Medicine (360 ECTS, sector-regulated) will be operational - program with an enrollment of 45 students/year, authorized program

This Strategic Development Plan for the Faculty of Medicine at Titu Maiorescu University for the period 2020-2024 contains information on the proposed objectives for the development of the Faculty of Medicine in terms of teaching activities, increasing visibility, the quality of medical education, and the development of material resources.

1. VISION

The Faculty of Medicine, an integral and emblematic part of Titu Maiorescu University in Bucharest alongside the other faculties, aims to become a center of excellence in medical education, in the training of specialists in research and in medical care.

Entering the European space of education and scientific research has been achieved mainly by capitalizing on the creativity of teachers and students, through interdisciplinary and transdisciplinary collaboration with universities in Romania and abroad.

Our faculty has numerous achievements, with a past and present that honor us. All the conditions are in place for valuable results to be achieved in the future as well, and for young doctors and nurses to benefit from a high-standard academic education that will ensure that these graduates practice their profession with integrity and professionalism.

In this context, the Faculty of Medicine must continue the process of developing a modern academic institution, integrated into the national education system and compatible with the academic structures of the European Union countries, in accordance with the spirit of Bologna and the content of the National Education Law and the recent regulations, methodologies, and codes adopted by our institution in the new University Charter.

2. MISSION

The mission of the Faculty of Medicine is to promote education and academic performance in training competitive graduates who can integrate into the labor market within health systems and to ensure the conditions for the teaching staff to demonstrate their value and professionalism.

At the same time, the Faculty aims to develop an attractive system to motivate candidates in order to increase the selection base of future students, as well as to focus its efforts on meeting the evaluation criteria for faculties and universities, in order to be included in the first value group of the Faculty of Medicine and, implicitly, of UTM. Another very important goal of the Faculty of Medicine is to develop research activities that generate knowledge and increase the international visibility of the Faculty. The educational process is based on the results of scientific research, which provides its theoretical substance. Accelerated digitization requires a rethinking of teaching methods in order to keep formal education relevant.

All this can only be achieved through teamwork, through collaboration with the entire academic community of the university, based on ethical principles, mutual respect, and understanding.

The Medicine, General Nursing, and Medicine in English study programs within the Faculty of Medicine at UTM, through the disciplines and fields of study covered, respond to the new challenges facing Romania in the current context of development. The teaching activity in all study programs of the Faculty is in accordance with the recommendations of the European Union in the field of sectorally regulated specializations, regarding the profession of DOCTOR, respectively Medical Assistant, and in accordance with ARACIS regulations and standards.

3. STRATEGIC OBJECTIVE

The strategic objective of the Dean of the Faculty of Medicine at UTM is the same as that proposed by the Rector of Titu Maiorescu University in the University Development Strategy, namely "*EXCELLENCE IN EDUCATION AND RESEARCH, achieved through innovation, digitization, complementarity, and internationalization.*"

The strategic objective is to become better and more efficient in academic medical education and research at the national level.

The strategic objective will be achieved by developing the Faculty of Medicine of UTM in a national and international context, given the competitive climate in the Romanian academic environment, especially in terms of health education. This involves developing the quality of our Faculty's educational offer, both in terms of teaching and scientific research. The results will be achieved by attracting as many highly trained students as possible and by ensuring that our graduates acquire specific skills of high quality and professionalism.

The strategic objective is focused on performance criteria to ensure quality in higher medical education, criteria and standards in accordance with the ARACIS regulations in force. In this regard, it is necessary to consolidate and improve the level of quality indicators at the faculty level in order to maintain the rating awarded by ARACIS and to increase enrollment in the Medicine study program.

In order to achieve the strategic objective of this Strategic Development Plan for the Faculty of Medicine, the main objectives of the strategy will be taken into account, in accordance with the University Charter: the Faculty's study programs, students, human resources, scientific research, material resources, strategic partnerships, administrative and quality management, financial resources, and the internationalization of the Faculty.

I. STUDY PROGRAM

Objective: To improve and develop the quality of medical university education in order to ensure a modern and efficient educational system at European standards with a view to increasing the impact of graduates on the labor market, respectively increasing the number of graduate residents of the Faculty of Medicine of UTM

In order to achieve this objective, the following will be taken into account:

1. Compliance with the principles governing the teaching and educational process set out in the UTM Charter
 2. Developing the attractiveness of existing study programs by: improving the curriculum through the introduction of modern optional courses that will open up different perspectives for professional and personal development for future graduates
 3. Introducing new bachelor's and master's degree programs that will broaden the educational offer of the Faculty of Medicine (Nutrition and Dietetics, Kinetotherapy and Physiotherapy, Health Management, etc.).
 4. Organization of postgraduate courses for professional development and continuing education
 5. Adaptation of the curriculum to a student-centered education, which will aim to harmonize the curriculum with other prestigious medical faculties in the country and abroad, so that the study topics are updated with the latest developments in the medical field
 6. Preparation of course materials taught to students by each faculty member
 7. Increasing public awareness of the study programs offered by the Faculty of Medicine by publishing presentation materials (visits to high schools, presentation guides, leaflets, brochures, promotional materials) in order to recruit students from both Romania and abroad
 8. Developing and constantly updating the faculty's website in order to promote study and research programs as effectively as possible
 9. Expanding the website in English in order to promote study programs and attract foreign students;
 10. Developing online education through the UTM MICROSOFT TEAM platform, given the SARS COV2 virus pandemic
 11. Compliance with ARACIS standards on quality management and educational effectiveness, taking into account the Transferable Credit System
- Responsible: Dean, vice-deans, department heads

II. STUDENTS

Objective: To develop student activities in order to ensure better theoretical and practical training that will ensure competitiveness in the labor market

The Faculty of Medicine offers students a well-defined educational framework with outstanding theoretical and practical value: highly professional teaching staff, equipment that meets European quality standards, adequate facilities, and professional interpersonal and interdisciplinary relationships. Faculty students are represented by members of the Faculty of Medicine Council; they take part in all Council meetings, have the right to vote, and inform all faculty students of the Council's decisions. The Faculty of Medicine also has student representatives who are members of the UTM Senate, actively participating in all decisions taken at the institutional level.

In order to achieve this objective, the following will be taken into account:

1. Promoting a transparent student recruitment policy
2. Promoting a fair and transparent admission exam
3. Encouraging the individual professional development of students and student-centered education, so that they have the opportunity to choose their own learning path according to their skills and interests, by participating in other optional courses (e.g., Nutrition and Dietetics, Related Technologies in Cardiovascular Surgery, Geriatrics, Chinese Medicine-Acupuncture, etc.) different from those in the compulsory curriculum or extracurricular activities
4. Assessment of students through comprehensive examinations that combine the verification of theoretical knowledge, practical skills, competencies, and aptitudes in a given discipline
5. Sizing study groups so as to achieve quality education, in accordance with ARACIS standards
7. Adaptation of the timetable to the needs of students in accordance with the teaching spaces offered by the University and the scheduling of clinical internships in public and private hospitals/clinics
8. Regular and ongoing consultation with students regarding educational performance and the quality of the educational process
9. Increasing enrollment in the Faculty's study programs
10. Stimulating students' interest in scientific research, integrating them into teaching staff research teams, and encouraging more active participation in student communication sessions
11. Developing the quality of practical training for students and residents: modernising the practical training process by structuring and streamlining these internships so that clinical activity is student-centred
12. Improving the clinical activity of students directly at the patient's bedside, together with university assistants and practical tutors
13. Student mobility/transfer within the same study program from other universities in the country and abroad will be carried out in accordance with the regulations in force (depending on ECTS).
14. Improving the tutoring system applied in the Faculty
15. Encouraging students to get involved in university activities at the Faculty and University level
16. Providing financial incentives to students with high academic performance and encouraging participation in the Erasmus+ program for study and internship mobility
17. Applying procedures/regulations for recognizing cases of student study mobility in the country and abroad
18. Providing the necessary advice regarding the course of university studies for students in difficulty
19. Encouraging volunteer work within the faculty and university
20. Increasing the level of information and communication with students
21. Increasing the number of residents and expanding the specialties that can be trained in the Faculty
22. Improving mechanisms for measuring student satisfaction with the professional and personal development provided by the faculty

24. Developing learning methods using information technology
25. Involving students in the smooth running of the university campus (halls of residence, canteen, sports facilities, etc.) with the development of a sense of belonging to the large family of the Faculty of Medicine and UTM
26. Encouraging students to participate in educational, scientific, cultural, sporting, and social activities. Responsible parties: Dean, vice deans, department heads, secretariat

III. RESIDENTS

Objective: Diversification of disciplines offering residency training

Currently, the Department of Training through Residency Programs (DPPR), a structure within the Titu Maiorescu University in Bucharest where tenured teaching staff from the Faculty of Medicine work, has 22 specialties in the field of medicine, led by 27 residency coordinators and 43 mentors. The practical activity of resident doctors takes place in clinics accredited by the Ministry of Health within the 23 private (14 clinics) and state (9 clinics) hospitals that the Faculty of Medicine owns.

In order to achieve this objective, the following will be taken into account:

1. Diversifying the portfolio of clinical departments in state or private hospitals where the Faculty of Medicine operates, with a view to accrediting them as clinical departments, followed by additional accreditation for the implementation of residency programs;
2. Promoting teaching staff who currently hold the status of University Assistants to the position of Senior Lecturer, the minimum position required to qualify as a Residency Coordinator (in accordance with Ministry of Health regulations);
3. Expanding the pool of residency supervisors under the current accredited coordinators to absorb a larger number of resident doctors in all types of training programs: first specialty through a national residency competition, second specialty (with residency exam) on a fee-paying basis, and second specialty (without exam) on a fee-paying basis.

Responsible: Dean, Director of the Department for Training through Residency Programs

Objective: To increase accessibility for resident doctors who want residency training in a fee-paying system

According to the legislation in force, the Romanian Ministry of Health allows doctors who have graduated from accredited faculties in non-EU third countries to carry out their residency training in a specialty of their choice, entirely on a fee-paying basis, in university centers accredited to run residency programs, of course, with approved coordinators.

At present, four resident doctors from non-EU countries are undergoing training in such a system within the DPPR.

In order to achieve the above objective, the following will be taken into account:

1. Diversifying the coordinators who provide training through this type of residency;
2. Encouraging coordinators to develop partnerships with counterparts in EU countries to diversify the practical training placements of resident doctors;

3. Drafting comprehensive compendiums in English to support the solid theoretical training of these resident doctors.

Responsible: Dean, Director of the Department for Training through Residency Programs

IV. HUMAN RESOURCES

Objective: Excellence in education through human resource development

TEACHING STAFF

The teaching staff of the Faculty of Medicine at UTM are renowned specialists in the medical field, both nationally and internationally, with outstanding achievements and teaching experience. Through its human resources policy, the faculty aims to build a young and well-trained team that will continue the traditions of Romanian higher medical education, currently ensuring the coverage of a bachelor's degree program with quality human resources.

In order to achieve this objective, the following will be taken into account:

1. Developing the academic teaching staff through fair and transparent policies on the selection of teaching staff in accordance with the specific legislation and standards in force
2. Attracting new tenured teaching staff with scientific and research achievements of excellence to departments where there is a shortage of teaching staff
3. Attracting young graduates with the highest level of professional training to university careers by advertising and filling vacant teaching positions
4. Selecting young collaborators based on professional performance and teaching/pedagogical qualities
5. Supporting the promotion of teaching staff, of all colleagues who meet the conditions for promotion
6. Increasing the salaries of teaching staff with high performance in the educational process, in accordance with the methodologies in force
7. Financial incentives for teaching staff who are actively and constantly involved in the smooth running of the Faculty's managerial activities
8. Taking steps towards the clinical integration of all teaching staff
9. Developing teaching/assessment methods so that students acquire specific skills and abilities
10. Supporting teaching staff who meet the specific conditions for obtaining the title of habilitated doctor, thus increasing the number of doctoral supervisors and, implicitly, the number of doctoral students
11. Developing teacher mobility in various study programs, education, or scientific activities
12. Increasing opportunities for our own teaching staff to teach abroad as visiting professors
13. Encouraging/supporting teaching staff to participate in international congresses/conferences
14. Strengthening teaching discipline and raising promotion standards
15. Developing teaching staff office hours available to students in the form of consultation and tutoring hours
16. Increasing the level of information and communication with all tenured teachers and collaborators

17. Developing an academic climate in which mutual respect, recognition of authentic values, interpersonal and professional cooperation, tolerance, open exchange of ideas, and ethical and deontological principles prevail

Responsible: Dean, vice-deans, department heads

V. SECRETARIAT ACTIVITIES

The secretariat, due to its specific nature, participates in the flow that ensures the smooth running of all activities within the faculty, acting as a link between students, teaching staff, and the personnel involved in the management of the faculty.

With regard to the development of the secretariat's activities, the following will be taken into account:

- Resizing the staff in order to increase the number of people, taking into account the enrollment figures for all three study programs in the Faculty
- Continuous improvement of the staff involved
- Financial incentives for periods of extra-curricular activity
- Increasing the number of staff serving the secretariat
- Improving the efficiency of the service through the use of electronic platforms, in particular the MICROSOFT TEAMS platform of UTM
- Involvement of staff in training courses within the Erasmus+ program

Responsible parties: Faculty management, secretariat

VI. SCIENTIFIC RESEARCH

Objective: To develop scientific research in the Faculty of Medicine, as confirmation of the value of the academic body, with a view to increasing the impact of the educational process and of our faculty national and international level

To achieve this objective, the following will be taken into account:

1. Assuming the University's mission as stated in the UTM Charter, as a university of advanced scientific research
2. Promoting interdisciplinary and transdisciplinary research
3. Improving the activity of the Research Centers of the Faculty of Medicine
4. Developing collaboration with UTM Research Institutes
5. Continuing collaboration with the Doctoral School of Medicine at UTM
6. Increased participation of teaching staff with research experience in scientific research competitions (PN 3, POC, Horizon 2020);
7. Development of new research contracts within clinical studies;
8. Publication of research results by teaching staff from the Faculty of Medicine in recognised ISI-indexed journals with impact factor and BDI in Romania and abroad
9. Increasing the participation of teaching staff with scientific papers at national and international congresses
10. Increasing the number of publications in collaboration with foreign authors
11. Developing collaboration with various specialized journals
12. Increasing the number of specialized books published

13. Continuing to hold the annual National Conference with International Participation of the Faculty of Medicine
 14. Developing partnerships with various professional organizations
 15. Developing national and international partnerships/collaborations on research projects
 16. Involvement in organizing or participating as a partner in national and international medical conferences
 17. Mobilizing teaching staff to participate in the submission of national and international research projects
 18. Encouraging the participation of teaching staff and students in research programs
 19. Promoting research partnerships with universities in Romania and abroad in order to attract funding by winning national and European project competitions
 20. Attracting more students to the research activities of the teams within the research centers
 21. Attracting and retaining students and graduates with aptitudes for scientific research in the faculty
 22. Developing research activities within student circles
 23. Developing a computerized system for centralizing research results
 24. Promoting scientific research with an impact on the economy by attracting economic agents to support applied research activities
- Responsible: Dean, vice-deans, department heads

VII. MATERIAL RESOURCES

Objective: To develop and improve the material resources of the Faculty of Medicine in order to streamline the teaching process

At the faculty level, we will focus on developing the material base for both preclinical disciplines and, in particular, medical, surgical, and preventive disciplines.

Preclinical teaching takes place mainly in the lecture halls of the faculty building at the IOR headquarters, while clinical teaching takes place in the lecture halls of the university (buildings M and V) and the hospitals where the respective clinical departments are located. The equipment of the classrooms and the spaces where practical activities take place is differentiated according to the specific teaching requirements of each discipline. The classrooms are equipped with modern teaching and learning technologies: notebooks, video projectors, screens, sound systems, etc.

To achieve this objective, I will consider the following:

1. Continuing to purchase modern equipment in order to improve the quality of the educational process and the professional training of students, residents, and doctors in undergraduate/postgraduate training
2. Developing infrastructure suitable for modern technologies; promoting modern educational technologies (smartboards, multimedia materials, online posting of courses and seminars, online education on various educational platforms for seminars, consultations, tutorials, etc.); developing the UTM MICROSOFT TEAMS platform
3. Making the most of teaching spaces by avoiding overlapping teaching activities

4. Completing the construction of the medical campus at the IOR headquarters, namely the "Titu Maiorescu" University Hospital
 5. Developing and modernizing the university campus, study conditions for students and other related spaces
 6. Developing a Department of Applied Simulation in Medicine
 7. Responsible, rigorous, and prudent management of budgetary and extra-budgetary resources, based primarily on projects and programs in line with the university's mission and objectives
 8. Obtaining university clinic status in all clinics where our students carry out their activities
 9. New agreements with public and private hospitals/clinics to ensure the clinical training of students and residents
 10. Acquisition of medical books for the University Library, as well as expansion of subscriptions to specialized journals
 11. Developing a system of free online access to specialized publications
 12. Improving the University website in order to provide all useful information for students and teaching staff in the Faculty (course topics, bibliography, methods of knowledge assessment, list of teaching staff, library, publishing house, sports facilities, etc.)
- Responsible: Dean, vice-deans, department heads

VIII. STRATEGIC PARTNERSHIPS

Objective: *Developing strategic partnerships to improve the quality of education and research*

In order to achieve this objective, we envisage:

- Developing partnerships with public and private hospitals with which the Faculty has contracts in order to correlate the development strategies of the two medical and educational structures;
 - Developing collaboration between the Faculty of Medicine and private hospitals, establishing new clinics
 - Establishing partnerships between the Faculty of Medicine and local public administration and non-governmental organizations with a view to its role and involvement in regional development and the EU integration process;
 - Active and ongoing collaboration with professional medical organizations;
 - Developing the ALUMNI community: Graduates of the Faculty of Medicine of the UTM in Bucharest are ambassadors of the faculty in Romania and abroad, they are a very important component of the academic environment in Maiorescu, they are people whom the university appreciates and respects because of their potential and qualities.
 - Intensifying collaboration with schools in order to increase the selection base for future students;
 - Involvement in regional development programs in the field of education and medicine;
 - Increasing the visibility of the faculty through sustained activity to disseminate results and publicize personalities, concerns, and achievements.
 - Developing projects in public-private partnership
- Responsible parties: Dean, vice-deans, department directors

IX. ADMINISTRATIVE MANAGEMENT

Objective: Develop administrative management in order to streamline the educational process

In order to achieve this objective, we envisage:

- Organizing the dean's office in line with the priorities set out in the university's strategic plan
- Improving internal communication between the faculty management, teaching staff, students, secretariat, and all other faculties of UTM
- Focusing efforts and resources on meeting the evaluation criteria for universities and faculties in order to access the first value group;
- Involving all teaching staff in the process of organizing and running the faculty – establishing responsibilities and periodically analyzing the status of their fulfillment
- Diversifying and expanding existing committees by involving teaching staff more actively, especially young teachers.
- Efficiency and transparency in the allocation of resources in relation to the contribution of departments and disciplines to the achievement of the faculty's major objectives
- Improving the University's website in order to provide all useful information for students and teaching staff in the Faculty (*course topics, bibliography, methods of knowledge assessment, list of teaching staff, library, publishing house, sports facilities, etc.*).
- Supervising teaching activities in accordance with the published schedule;
- Public display of all professional promotion competitions;
- Granting of grades, in accordance with the legislation in force, based solely on proven academic and scientific merit;
- Ensuring professional and administrative transparency by publishing relevant information (contact details, professional CVs, details of teaching activities, etc.) on the Faculty's website;
- Compliance with the University Code of Ethics and the University Charter.

X. FINANCIAL RESOURCES

Objective: Increase financial resources at the Faculty level

The Faculty of Medicine has an annual budget and a four-year multi-annual budget, as well as short- and medium-term financial policies with reference to long-term financial sustainability and a projected budget.

In order to achieve this objective, the following are considered:

1. Increasing enrollment in study programs
2. Accessing national and international research projects as a source of income
3. Gradually increasing tuition fees for all study programs at the Faculty of Medicine
4. Annual National Conference with International Participation of the Faculty of Medicine, CMR-accredited conference, with participation fee
5. Organization of other CMR-accredited medical conferences and symposiums with a participation fee

6. Organization of postgraduate courses

XI. NATIONAL AND INTERNATIONAL PRESTIGE

Objective: To develop the visibility of the Faculty of Medicine nationally and internationally

In order to achieve this objective, we will pursue the following:

1. Encourage the active participation of teaching staff in various domestic and international bodies and associations that will increase the prestige of the faculty
2. Increasing the visibility of the faculty through sustained activity to disseminate research results and publicize personalities, concerns, and achievements
3. Increased participation of teaching staff in academic exchange programs, e.g., the Erasmus+ program
4. Encouraging teachers to participate in national and international conferences
5. Internationalization of research teams
6. Increasing the visibility of the Faculty and University by publishing research results in ISI journals indexed in Thomson Reuters-Web Of Science
7. Expanding the Faculty's international relations and agreements
8. Improving the quality of students in the English-language Medicine program
9. Attracting specialists from abroad to teach as visiting professors

Quality management will be structured according to *the plan, execute, verify, act* cycle. All proposed priority objectives, which are clear and achievable, will be implemented in compliance with legal regulations, the UTM Charter, and the UTM Development Strategy 2020-2024, but will also contain elements related to specificity and opportunity, in accordance with the requirements of the national and European labor market.

XII. SWOT ANALYSIS

In order to define strategic directions and objectives for the managerial approach, the strengths of the Faculty of Medicine's activity were identified, which result in an increase in the quality of the educational process. Weaknesses that make us vulnerable were also identified; in the future, we will try to improve them.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none">1. The most important component of UTM in terms of the number of teaching staff and students (source of fees)2. Developed material base; completion of the new IOR 2 building and the start of the process of establishing the Titu Maiorescu University Clinical Hospital3. Large number of candidates for the entrance exam	<ol style="list-style-type: none">1. Poor communication between some teaching staff and students3. Insufficient involvement of some teaching staff in the curriculum reform process4. Degree of coverage of human for some study programs5. Development of the clinical base in private hospitals;6. Poorly configured teamwork.

<ol style="list-style-type: none"> 4. Partnerships with nationally and internationally recognized public and private hospitals; 5. Professionalism of most teaching staff in the Faculty of Medicine; 6. Internal evaluation reports of the Faculty of Medicine quantifying teaching activity; 7. Research projects obtained through national competition, centers of excellence and research coordinated by teaching staff of the Faculty of Medicine; 8. Scientific research activity of teaching staff, as evidenced by publications in ISI and BDI journals; 9. Private residency – organized by the faculty in accredited public and private hospitals, with private funding (legislative proposal in this regard); 10. Development of communication through the university website 11. Establishment and development of the MICROSOFT TEAM platform for online education during the pandemic 12. Internal control that does not allow deviations from normal academic conduct. 	<p>7. Reduced collaboration in the field of research between UTM faculties</p>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Mobility of students and graduates within the EU, thus increasing the diversity of the healthcare labor market. 2. Student and teacher mobility allows for exceptional professional development and multicultural experiences. 4. Institutional projects that enable curriculum development, the creation of doctoral and postdoctoral scholarships, and the attraction of new financial resources. 6. Involvement of students and doctoral students in scientific and research activities. 7. Increased transparency of activities carried out within the university. 	<ol style="list-style-type: none"> 1. Promotion criteria based exclusively on scientific research and publications ISI lead to lack of real quantification of the quality of teaching and pedagogical activity 2. The tendency towards unfair competition among state universities; 3. Frequent unfair assessment of research projects submitted to competitions, with some evaluators classifying them as "private"; cumbersome procedures for submitting research project proposals and lengthy evaluation periods make it difficult to achieve the objectives set by the Faculty of Medicine; 4. Decline in numbers and aging of teaching staff due to the lack of attractiveness of an academic career (existence of an inversely proportional relationship between effort expended and income earned, as well as the delay

	<p>professional achievement).</p> <p>5. The relatively slow progress of quality assurance procedures can lead to imbalances in the achievement of educational and research objectives.</p>
--	--

4. CONCLUSIONS

The Strategic Development Plan of the Faculty of Medicine within Titu Maiorescu University is based on the Titu Maiorescu University Development Strategy 2020-2024 proposed by the Rector, Prof. Daniel Cochior.

This Plan is endorsed by the Dean of the Faculty of Medicine, Associate Professor Elena Rusu, PhD, and will be implemented by the management of the Faculty of Medicine, in accordance with the decisions of the Board of Directors and Senate of UTM and the Faculty Council.

We must realize that we are a strong and valuable community and that only together will we succeed in making the Faculty of Medicine a successful example of Romanian education and research.

In the spirit of the proposed development strategy, we hope that at the end of our term, we will be able to say that the Faculty was led by a united and competent team.

Dean,
Assoc. Prof. Dr. ELENA RUSU